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Henry Cabot Lodge Jr., and Paul G. Hoffman
Communications — Key to Peace

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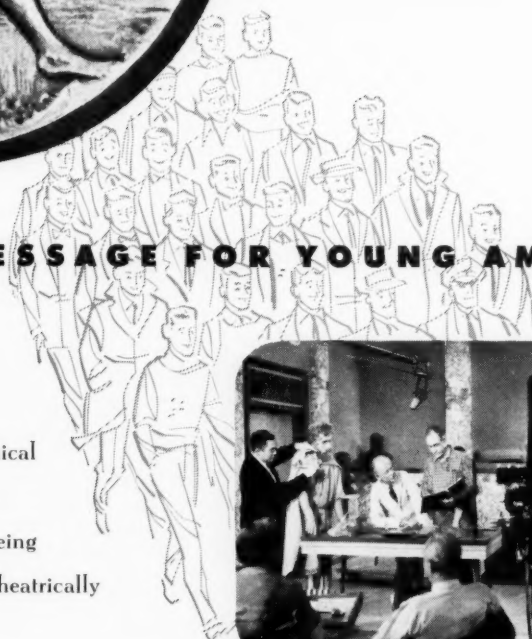
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A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE

PUBLIC RELATIONS JOURNAL

VOLUME XIII

FEBRUARY 1957

NUMBER 2

	Communications—	
	Key to Peace	<i>Paul G. Hoffman</i> 3
	The important part the UN plays in world communication.	
	Can We See	
	Publicity Effects? Yes!	<i>Frederick G. Brownell</i> 5
	A few examples of how effective publicity can be today.	
	Closing Down the Plant:	
	A Case History	<i>Anonymous</i> 6
	A public relations "success story" of a plant closing.	
	London Notes	
	On Public Relations	<i>Blake Ozias</i> 8
	A publisher looks objectively at public relations in England.	
	Management Consultants	
	And Ethics	<i>William J. Biehl</i> 9
	The code of professionally-minded management engineers.	
	Six Ideas For	
	Public Relations Research	<i>Elmo C. Wilson</i> 11
	How research can aid a counselor or management practitioner.	
	The PRSA Information Center:	
	What It Is and What It Does	<i>Richard J. Shepherd</i> 14
	The growth to date of the Society's Information Center.	
	What Is An Annual	
	Report Supposed to Do?	<i>Charles E. Noyes</i> 15
	The purposes of an annual report and how to achieve them.	
	Departments:	
	Professional Directory	23

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THE IDEA OF A JOURNAL

All professional organizations have journals of their own, and some have more than one. Generally speaking, the "professional journal" has a rather sharply defined purpose: to provide members of the group with a ready means of exchanging professional information. The standard journals in the medical, legal and accounting fields are so designed. Rarely, if ever, are such journals aimed at audiences outside the professional field, although a certain amount of "reading over the shoulder" is expected and often welcomed.

It takes time for a journal to develop well-recognized standards and criteria, partly because the journal must reflect the standards and criteria of the group it serves.

In our own case, it is apparent that the field loosely described as "public relations" has been undergoing many changes. There are more practitioners; more counselors have more clients; more "inside" public relations men serve more companies; university and college training courses are multiplying; a body of professional literature is developing, albeit slowly. And, much of this growth process has been reflected year by year in the *PUBLIC RELATIONS JOURNAL*.

The *JOURNAL* will continue to work toward the objective of becoming, increasingly, a professional journal for professional practitioners. In so doing, it can build on the solid foundations already laid.

The editors of the *JOURNAL* hope to foster the publication of material which will interest the mature and experienced practitioner: speculative and even theoretical material; articles about the impact of the social sciences, including research, on public relations work; objectively-told case studies which have general significance; material about the problems of ethics, including the ethics of other professional groups.

We do not view the *JOURNAL* as a place for the discussion of "how to do it" techniques on the student level; but there will be ample space for the examination of the "tools of the trade" on the professional level. Just as a medical journal will discuss new operative techniques, so will the *PUBLIC RELATIONS JOURNAL* discuss significant developments.

The *JOURNAL* must serve many people who have quite diverse interests. This means that each issue must try to achieve a proper balance, and the editors will be guided by this need.

Editors should not live in vacuums. We will welcome criticisms and suggestions. Brickbats will be as welcome as roses. Readers who exercise their right to speak up and be counted will be serving well the cause of professional development.

THE ARTICULATE BUSINESSMAN

Paul G. Hoffman, who tells in this issue of his confidence in the United Nations as a great forum for international debate, has long believed that the modern businessman has a responsibility to be politically and socially articulate, as well as being a good businessman. Few men in the business world have done more to exercise their rights to speak up and be counted than Mr. Hoffman, who has been quick to point out that matters of politics need not always be left to the politicians.

In his new role as a member of the United States Delegation to the United Nations, Mr. Hoffman will have ample opportunity to take part in decisions that will be of importance to the world community.

Mr. Hoffman's article in this issue is an interesting analysis of the U.N. as a great "communications machine" which, in addition to its myriad technical jobs, can help drain off some of the tensions that trouble the world and threaten the achievement of permanent peace.

IS "PR" A BAD TAG?

It was an industrialist speaking. "I do wish," he said, "that public relations men would stop calling themselves 'PR' men."

The obvious question was put: why did he so think?

"A doctor doesn't go around calling himself an 'MD' man," said the businessman, "and no university teacher who respects himself calls himself a 'prof.' An engineer doesn't call himself a 'slipstick' man. A Senator does not call himself a 'politician,' even though he is, and a top-flight salesman does not describe himself as a 'peddler.'"

"In every field," our articulate friend went on, "there are slang tags that tend, essentially, to ridicule the occupation described, even when these tags are used affectionately. A man who thinks of himself as a member of the management team does himself no good when he describes himself as a 'PR man.'"

It may be that our critic has a point.

I claim no special knowledge in the general field of public relations, or in the more precise field of human communications. But I think I can say, without blushing at my own temerity, that I have learned something about how public relations and communications concepts can be put to work effectively as we seek the establishment of a permanent peace.

Let me see if I can explain why I have developed confidence on this score. My background was mid-Western. I was born the son of an isolationist father in Chicago, home of the *Chicago Tribune* and, at that time, a center of isolationist sentiment. Among my memories is that of Big Bill Thompson campaigning on Chicago's street corners, on the promise to punch King George in the nose if he ever came to town.

It is little wonder that I grew up knowing little about the process of communications between people or nations, or about the relationship of the United States to the other countries of the world. I was something of an isolationist, and so far as I was concerned the less America had to do with the countries of Europe, Asia or the Middle East, the better. Or so I thought then.

I am isolationist no longer. My conversion started shortly after World War I when it became clear to a good many of us that America's future, for good or ill, was inextricably linked to that of the rest of the world. And long before World War II, I became convinced that the nations of the world needed an inter-

national forum of some kind—a place where they could get together to discuss their problems openly, frankly and completely before events had taken them past the point of no return on the road to war. They needed a way to communicate.

It took the shock of a Second World War, combined with the realization that the Atomic Age had made a Third World War almost unthinkable, to bring this international forum into being. Today it exists—not perfect, to be sure, but groping toward perfection—in the United Nations. In one sense the UN is a great communications machine.

The accomplishments of the UN since 1945 have been many. By their deeds of peace, such agencies as UNICEF, UNESCO, WHO and others have demonstrated that the United Nations is dedicated to the elimination of the *breeding grounds* of war, and that it is a vital, living force for peace.

But important as the work of these many agencies has been to me, the most significant single achievement of the UN's first eleven years is that it has proven itself capable of crystalizing world opinion, and then bringing its forces to bear on problems which threaten world peace. This is something new in international affairs—this use of mobilized world opinion as a positive force for peace. But time and again the world has seen it work to reduce tensions and restore international sanity.

The United Nations, of course, does not exist in a vacuum. And quite aside from its impact on international affairs,

it has quite an impact on our domestic affairs.

In my opinion, the key to the success the UN has had in mobilizing world opinion can be summed up in the one word: Communications. To the age-old technique of free and public debate, the UN has added the modern science of communications—with the result that words spoken in New York today can be read or listened to within a matter of hours in countries half way around the globe.

The United Nations today is a market place of world opinion, and, incidentally, the first such market place the people of the world have ever really had. It is a place where ideas can be discussed and debated, pro and con, with the hope that if they are *good* ideas they will bridge the miles with the speed of light and find a quick response in the hearts and minds of men everywhere.

The doubters and the cynics of the late 1940's viewed with alarm the prospect that the UN would give the totalitarian powers a chance to spread their propaganda throughout the free world. It is true that the Communists conceived of the UN as a propaganda forum. It is true that they have tried to use it as a platform from which to broaden their assertions. But it is equally true that, for 11 solid years, Truth has prevailed over Falsehood. The result has been that the UN has turned out to be a far more effective instrument for spreading the truth about freedom than its early advocates

Continued on the Following Page

Communications— Key to Peace

by PAUL G. HOFFMAN

Mr. Hoffman ▶



"The key to success the UN has had in mobilizing world opinion can be summed up in one word: Communications..."

dared to hope it would be.

One of the most recent examples that illustrates the point is the situation in the Middle East. It was clearly explosive. But I suggest that no one can reasonably doubt that the prompt action by the United Nations helped measurably to restore order and to end the shooting. Even in Hungary, a far more complex situation, it is my guess that history will show that there, too, the UN's power to mobilize world opinion will have effect.

There are many other examples of how world opinion, once mobilized, can influence the actions of sovereign nations. In my opinion, one most dramatic example of the sheer power of the UN forum to mold world opinion occurred in December, 1953, when President Eisenhower, addressing the General Assembly, made his "Atoms for Peace" proposal.

For eight solid years preceding the President's address the world had been told over and over again that the United States was a nation of "warmongers" led by "trigger-happy" men. Despite the obvious falsity of the charge, I know from personal experience that in some areas of the world this impression, through sheer force of repetition, had begun to stick.

By one dramatic stroke of leadership, made at the international forum of the United Nations, President Eisenhower demolished this propaganda. When he had finished speaking there was no longer any doubt in the minds of those who heard him that America was a nation dedicated to the cause of world peace. Overnight the truth about America's deep desire for peace spread across the world. And with the coming of truth, eight years of lies and distortion died.

Time and again UN has demonstrated that world opinion, once aroused, can be a powerful, positive force for peace. Other nations—including those behind the Iron Curtain—have recognized this fact, but I sometimes wonder if many of us in America recognize it. Too often I have heard Americans remark that the UN is nothing more than a debating society—with the added implication that debate is futile.

To me this is incomprehensible. After

all, America is the nation which developed the technique of free debate all the way from the colonial town meeting to the halls of Congress. And out of 175 years of such debates have come decisions which, in the long view of history, have turned out to be right. America, it seems to me, should be first among nations to understand the power of the United Nations as a mobilizer and communicator of world opinion.

The free discussions and the open debates which take place at the Council Chambers of the United Nations will, I am convinced, continue to play a vital role in determining the outcome of the

PAUL G. HOFFMAN, former Chairman of the Board of the Studebaker Corporation, has long been active in public life. Now a member of the United States Delegation to the United Nations, he was from 1948 to 1950 the Administrator of ECA. And prior to that he had a long career in the automotive industry.

Among his many active affiliations, Mr. Hoffman was President and Director of the Ford Foundation and Chairman of the Board (now Director) of the Fund for the Republic. He is a former President and Chairman of the Automotive Safety Foundation, former Chairman of the Board of Trustees of the Committee for Economic Development, and since 1941, Mr. Hoffman has been a member of the Business Advisory Council in the Department of Commerce.

He is the author of *SEVEN ROADS TO SAFETY* (1939), *PEACE CAN BE WON* (1951), and numerous articles.

struggle between Communism and the free world—the struggle which has so aptly been called the struggle of the century for the century.

This is not to say that America—or the free world—can rely solely on the power of world opinion to keep the peace. Clearly, we must remain strong on both the military and economic fronts. But we must also wage peace through words and ideas—and the communication of these words and ideas to millions of people in other lands. For the final analysis, the struggle between East and West is one of conflicting ideologies.

In this struggle, words spoken at the United Nations, words carried by press and radio and television, words whis-

pered from person to person behind locked doors in countries behind the Iron and Bamboo Curtains are weapons that will finally destroy a totalitarianism which can exist only when the light of truth is shut off.

The UN stands today as a powerful beacon throwing the strong, clean light of truth across the miles, past the Iron Curtain, through the noise of the jamming stations—searching out and finally bringing home the truth of freedom and peace to the minds of the millions who still dwell in darkness.

Herein lies the ultimate strength of the United Nations. But before this ultimate power can be applied with maximum effect, the UN has another great function to perform as a world forum. It must work to promote a common understanding among the nations and the peoples of the world of what is right, what is moral and what is just. Nothing, in my opinion, can more effectively strengthen the UN's role as a mobilizer and communicator of world opinion than a common understanding of these great principles.

On the day when rightness, morality and justice come to mean the same thing to all men, then war, with all its tragedy and horror, will indeed become obsolete and, eventually, unknown.

To the U.S. public relations man, I make bold to suggest, all this adds up to a matter of considerable substance. I have been a salesman for many years, and I am aware—the lesson had to be learned, though, that one does not sell ideas in the same way that one sells soap or motor cars. Public relations people know this too, and they know that fostering a broader understanding of the importance of democracy requires highly developed skills, used in accordance with highly developed concepts of what we are seeking.

The United Nations can do and is doing an important part of the world's communications job. But I hope that public relations men everywhere will not believe that the willing and educated men and women of the UN can do the job alone. They need help, lots of help, and I believe that the public relations fraternity is wise enough to find practical ways of providing that aid.



Mr. Brownell

Can We See Publicity Effects? YES!

by FREDERICK G. BROWNELL

Publicity, while no substitute for public relations, can be an important public-relations tool.

When employed adroitly and properly, publicity has often proved itself the most potent single tool in the entire public-relations kit. Its one great handicap so far has been the extreme difficulty that businessmen and public-relations people alike experience in attempting to isolate and measure publicity "effects."

A versatile tool, publicity can be used to inform, to persuade, to sell. In selling, publicity's role in my opinion is generally that of an auxiliary—a sort of guerrilla force, supporting the main offensive effort exerted by the shock troops of advertising, sales promotion, and personal salesmanship.

Just how effective is publicity? In the absence of a yardstick, the public-relations man is hard put to provide a satisfactory answer. However, here are a few examples of sales situations in which publicity has unquestionably paid off.

You may have heard of "Adolph's Meat Tenderizer." The day after a food-page article about this new product appeared in the *Philadelphia Inquirer*, a local department store sold twenty cases, and other Philadelphia stores reported sell-outs. The *Pittsburgh Gazette* had over 1800 inquiries for the tenderizer from a single article; and the *Omaha World-Herald* had more than 3,000—

all this in advance of any advertising whatsoever.

Need I say that a galoot with freckles, appearing on millions of television screens, strumming away on a midget-sized-guitar, has been almost single-handedly responsible for a sizeable upsurge in ukulele sales? I refer to Godfrey.

You no doubt recall, too, how a columnist for the San Francisco *Chronicle* started the craze for "Irish coffee" and thereby sent sales of Irish whiskey in this country up quite substantially.

When the Teakoe line of "Teamakers" was introduced in 1952, the company had no sales staff and no advertising appropriation whatsoever. Publicity for the new product, arranged by public-relations counsel, broke in trade and consumer magazines, TV and radio, coincident with the national Housewares Show in July. People at once started to flood department stores with calls for this item, which they had never seen, and which the stores had yet to order. In December the company, by then producing at the rate of 250,000 units a year without a single line of national advertising, was forced to turn down orders for an additional 20,000 units, because of their inability to ship in time for Christmas.

In 1955, the Ferry-Morse Seed Company introduced Palomar, an improved variety of cucumber, bred especially to meet the needs of commercial growers in Florida, South Carolina, and southern Georgia. Publicity on the new variety was released to seed-trade journals, vegetable-growers' publications and several Florida newspapers, all of which gave it generous treatment as a development of interest to their readers. Although not one line of advertising was devoted to promoting Palomar seed the first season, it proceeded to outsell the cucumber which up to then had been the standard

commercial variety throughout the region, and in 1956 captured 70 per cent of the entire market.

Lockhart Manufacturing Corporation, instead of sending out the usual melange of new-product photographs and press releases, wrote to home-improvement and home-maintenance editors of magazines and newspapers the country over, inviting them to install "Gutter Guards" on their own homes for free. Many of them did so; then, having convinced themselves of the merit of this item, they recommended it to their readers. The result: without any increase in advertising, sales of Lockhart gutter guards more than doubled.

Some of the most remarkable success stories in the annals of American business have stemmed from single articles in big-circulation magazines.

Back in January, 1948, *Collier's* carried a one-page article about a tie-swapping service dreamed up by two young men in Wilmington, Delaware. In exchange for six of your unwanted neckties and one buck in cash, these lads would send you six freshly cleaned and pressed neckties of their choice, received from other correspondents. The article was subsequently picked up and reprinted by *The Reader's Digest*.

By April 21, the two partners in this tie-swap business were completely swamped with orders.

"We've hired help," they wrote. "We got the cleaner to hire more help. We even had a time-and-motion study made in an effort to speed up our work. Right now, we're about fourteen days behind, just on acknowledging receipt of packages, and about thirty-five days behind on deliveries. Our cellar is full of sacks of mail. Our spare room is full of sacks of mail. Our living room is filled with ties and workers. And the postoffice is

Continued on Page 18

FREDERICK G. BROWNELL

Educated at New York University, Mr. Brownell began his professional career as a reporter. In 1951 he established a public relations organization in Detroit. Author of numerous articles on industrial, business, economic, and scientific subjects, his name is familiar to readers of many national magazines.

CLOSING DOWN THE PLANT: A CASE HISTORY

The need to close down a plant or a factory which has become inefficient and uneconomical always sends chills down the executive spine. This problem is exacerbated when the plant happens to be an important source of revenue and payrolls in a community. The reasons for the inefficiency may be complex and hard to explain to the rank-and-file citizen, and management statements on the matter may well seem to be based on self-interest. If the problem is not well handled, the community may ignore the economic facts and conclude that the company is behaving in an immoral fashion.

Such problems can be handled badly. In Buffalo, toward the end of World War II, rumors got about that an important aviation company was going to close down and move to a mid-western city. The management was badly enough advised to issue a flat denial of the report. Several months later management confirmed the report which it had denied. The citizens of Buffalo felt that they had been "had," and that the management had lied. In another case, a large company conducted all its arrangements to move from New England to New York in such secrecy, and with such mechanical efficiency, that a good many of its employees felt that they had been patronized outrageously and regarded as mere pawns to be moved about.

There are a good many examples of bad management in this area. But the important point is that the bad management of plant closings is usually unnecessary. The point is illustrated by what happened in 1954 when the directors of Socony Mobil Oil Company (then known as Socony-Vacuum) found themselves faced with the inescapable need to close a plant at Olean, New York.

Since the end of World War II, the company's small refinery at Olean, one of 12 plants around the country, had been operating in the red. Built in 1876, the refinery was one of the oldest in the United States. Much of its equipment was obsolete, and the plant was poorly located in relation to markets for its products—chiefly lubricants. Crude oil

production in the nearby New York-Pennsylvania field was drying up. Previous attempts to put the refinery on a paying basis had failed. Sound business judgment clearly dictated that the plant should be closed down.

But for many years the refinery had been an economic mainstay in Olean, a community of about 25,000 people. Socony was a highly respected industrial citizen—one of the city's largest taxpayers and employers. The average worker at the plant had 20 years of service with the company, and a good many of the 350 people on the payroll were second and even third generation employees. To make matters worse, another sizeable company had recently announced plans to close its Olean plant.

The Socony board of directors decided that the refinery must be shut down. But recognizing that they were confronted not only by an economic problem but by a moral, a human relations, and public relations problem as well, the board ordered a study of how the shutdown might be carried out with minimum unfavorable impact on plant employees, the crude oil producers in the surrounding area with whom the company had contracts to buy crude, the Olean community, the company's 43,000 employees elsewhere in the United States, and the general public.

A task force headed by the company director in charge of manufacturing, and representing all interested departments—including, of course, public relations—went to work to draft a plan that would minimize hardship and protect the company's reputation for fair dealing.

Major features of the plan were as follows:

1) Employees who were within six years of retirement (some 80 people) would be offered pensions with accelerated benefits substantially equal to what they would have received upon normal retirement;

2) Closing of the refinery would be dovetailed with the opening of a new refinery then under construction by Socony's West Coast affiliate, General Petroleum Corporation, at Ferndale,

Washington, thus making possible the transfer of a substantial number of Olean employees to the new refinery;

3) Physically-qualified employees who did not wish to transfer to the Ferndale refinery would be offered available jobs elsewhere in the company organization;

4) Employees who wished to remain in Olean would be given the company's regular termination allowances (ranging up to one year's full pay), plus certain continuing rights under existing benefit plans, and company help in finding new jobs;

5) The company would pay transportation costs for transferred employees and their families, as well as the cost of moving furniture and household effects, and in addition would contribute a month's extra pay to compensate for extraordinary expenses incident to moving;

6) The closing would be announced as far in advance as possible and operations would be curtailed gradually over a period of months, in order to minimize dislocation to the economic life of the community;

7) The company would continue to honor its contracts with crude-oil producers in the area until other buyers for the oil could be found.

Once the plan had been approved by the board of directors, steps were taken promptly to make detailed arrangements for announcement of the decision. To avoid the harmful effects of rumor and speculation, extraordinary precautions had been taken from the first to prevent premature disclosure of the decision. Because there were no leaks, the story, when it broke, was the full story.

A carefully drawn timetable was followed in making the announcement. Workers going off shift in the refinery at midnight on May 10 were asked to attend a plant-wide meeting in the cafeteria at 8:30 a.m. the following morning. At 8 a.m. other employees—including a number who were on vacation—were summoned to the meeting. Between 8 and 8:30 a brief announcement of the decision was made at separate meetings

Continued on Page 16



starts investors thinking about your company

"Blue chip" is a frame of mind, not a balance sheet or income statement. Profits and growth potential notwithstanding, the way the investing public *thinks* about your company largely determines the acceptance of your securities. And creating the right frame of mind about your company is easier when your corporate advertising appears regularly in The New York Times.

That's because investors all over the U. S. — 4 out of 10 stockholders of a selected group of the largest U. S. companies — read and rely upon The New York Times. They get more information from it than from any other source — more news they need about business, finance,

foreign problems, politics, industry, government.

Your corporate advertising is information, too. It's information that creates an atmosphere of confidence when investors think of your company. That's why publishing it in the pages of The New York Times can produce decisions which affect the market price of your securities. Let us tell you more about The New York Times, itself the "blue chip" publication of America.

The New York Times

starts people thinking all over the U. S.

London Notes On Public Relations

by BLAKE OZIAS



BLAKE OZIAS

When the editor of this JOURNAL, a good friend of long standing, asked me to write a short piece on public relations in England, he said he wanted only a "talkative" story. "You don't," he said, "have to interview every public relations man in England."

Well, I'm glad of that, and for at least two reasons. One is that there seem to be quite a number of public relations people around. There exists here an association, The Institute of Public Relations, and its roster shows some 652 members, of which 525 are situated in London. Another reason is that I would be ill-equipped to do a "definitive" piece. I have served my time as a newspaperman and as an information specialist for the U.S. Government; but now, as an editor, I am likely to look on public relations work through editorial eyes.

I was interested in the fact that, according to the IPR membership roster, ten of the members who rate as "Fellows," which is very top drawer, have titles: O.B.E. (Officer of the Order of the British Empire) or M.B.E. (Member of the Order of the British Empire). In some quarters these initials after one's name undoubtedly have some value, perhaps particularly so in the field of public relations practice.

Another thing I got out of the membership roster is the following definition of public relations: "Public Relations practice shall be defined as the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its public."

As a publisher, I am mostly on the receiving end of this sustained effort and I don't pretend to know much about the issuing end. But the definition seems all right as far as it goes, assuming that "its public" includes the members of the organization as well as the general community.

The general impression I've got over

a period of some years in this country is that public relations is not well understood here by more than a handful of those who practise the art but that this handful do a pretty good and often excellent job. A good many of these, I think, are individuals and organizations who are associated to some extent with operations in America or who have close connections there. I found in looking through the list of Associates in the Institute that I knew quite a number of them and most of those were advertising managers or press officers in manufacturing firms, or agency men not connected with agency public relations departments.

This deep amorphous "under-layer" would take in, I guess, as much as 80 per cent of all the self-styled "practitioners," whether members of the Institute or not. They make their living by obtaining free publicity in the Press—daily and weekly newspapers and the industrial, trade and technical journals. I doubt that this sort of thing really qualifies as "public relations."

Fat scrapbooks of cuttings of material which has thus appeared in print testify at once to their skill and to the eagerness of editors to fill their columns at no tangible cost. I am sure I don't need to labor this point. And am I far off the mark when I say that I suspect that public relations in the States also is bedevilled by this form of prostitution?

A digression here may illuminate the point. Generally speaking, trade journalism in this country and on the Continent is carried on at a low level of business morality. Editors are lazy, incompetent and poorly paid, and yet they must get together for each issue enough material to fill the pages allocated to them. They welcome press releases.

On the revenue side (advertising) most business publications offer almost no factual material on which a potential

Mr. Ozias, who has pursued his career in both the United States and in England, has at various times devoted himself to writing, journalism, manufacturing and editing. He is a U. S. citizen. Following World War II, during which he served as an information specialist in the War Production Board, he went back to the England with which he had long been familiar and decided to enter the publishing field. The magazine he publishes is "Chemical Processing," a controlled-circulation monthly for the chemical processing industries.

advertiser may base his estimate of a journal's value. His only recourse is to "try it out" and he sometimes does this by planting a publicity item in its editorial columns. This is his only yardstick.

The consequence is obvious; the Advertising Manager's voice often is louder than the Editor's, and a none too skilful news writer hasn't much trouble getting his releases printed. That's what occupies perhaps a majority of the "PR" boys and girls.

If the foregoing gives you the general atmosphere at sea level let us now turn to an altitude where things are clear and bright. Much excellent public relations work, in the true sense of the term, as it is better understood in the States, is being done here all the time, and the idea is growing.

One well-informed man told me the other day that he thought public relations might well become fashionable in five years' time and everybody would want to make use of it. Then, he thought, there would be a shortage of qualified practitioners.

In briefly discussing the problems and prospects with a few top-flight consultants, I found general agreement that their chief hurdle is the reluctance of top management to admit the need for "that sort

Continued on Page 20

The Code of a Profession

MANAGEMENT CONSULTANTS AND ETHICS

Most professions have adopted a code of ethics which is a statement of moral principles, or standards, by which their members are expected to conduct themselves. The Management Consulting profession is no exception and members of the Association of Consulting Management Engineers have pledged to observe and maintain this code of ethics:

1. *In Presenting* our qualifications for carrying out an engagement, we will make representations and employ means that conform to the highest professional standards.
2. *We Will* accept engagements that we are qualified to undertake, and will assign to a client's work personnel fitted to give effective service in solving problems involved.
3. *We Will* regard as confidential all information concerning the business and affairs of a client coming to us in the course of our professional engagement.
4. *We Will* maintain an objective and unbiased attitude and will always be governed by the best interests of the client.
5. *We Will* endeavor so to serve our clients that our work will bring about permanent benefits. In striving for these results we will supply the client's employees with information as to principles ap-

plied and techniques in such a manner that improvements suggested may be most effectively administered by them after completion of our assignment.

6. *We Will* be guided in our work by the increasingly preponderant importance of human relations and accordingly so formulate our recommendations and pave the way for their introduction that the cooperation of all employees substantially affected may be reasonably expected.
7. *We Will* maintain an impartial attitude toward the work of our professional colleagues and will refrain from making comments, either solicited or unsolicited, which will be detrimental to the standing of our profession.
8. *We Will* charge reasonable fees or rates for our services appropriate to the character of the work and preferably agreed upon in advance of an engagement.
9. *If We* should at any time employ in our work methods by and generally credited to colleagues, we will do so only with their permission and giving due credit.
10. *We Will* not accept fees, commissions, or any other valuable considerations from organizations the

use of whose equipment, supplies, or services we may recommend to our clients.

This code of ethics is generally accepted by all recognized firms in the Management Consulting profession whether or not they are members of ACME. But merely accepting such a code or any code of ethics is of little real significance. To provide the guidance essential for proper ethical behavior, the code must be an essential ingredient in the day-to-day operations of the company. The code of ethics must be a positive and dynamic part of the behavior of a company and not considered to be a restrictive influence.

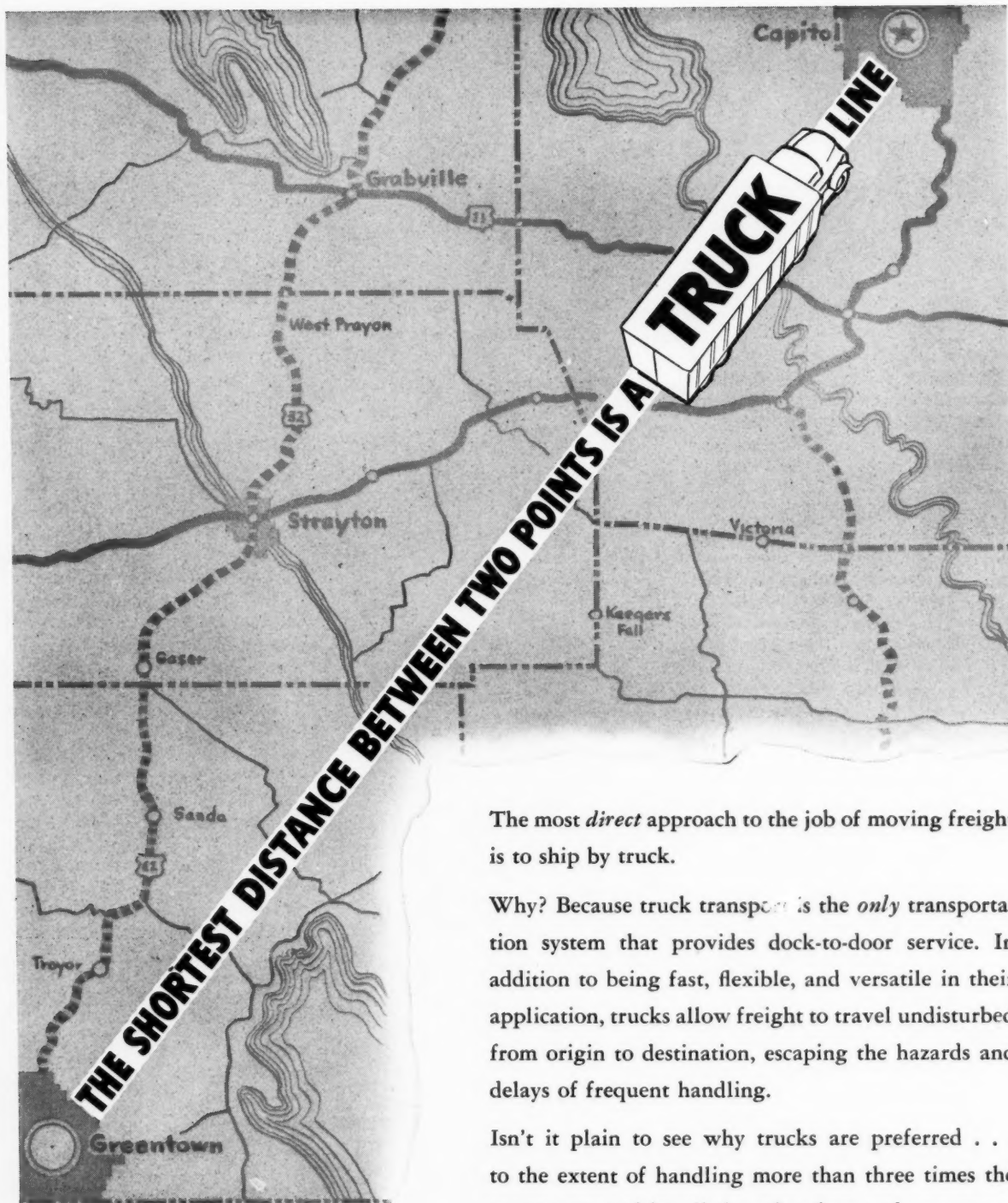
Subordinate to the code of ethics must be the policies, principles and practices of the company. It is these factors which actually reflect the true character of the company. Being designed to achieve the stated objectives of the company in accordance with the code of ethics, the principles, policies and practices will vary from firm to firm.

To effectuate this philosophy of business, the operations of George Fry & Associates are directed by the following guiding principles:

1. To keep our firm of such size as to enable us to
 - provide a complete management consulting service
 - comfortably and effectively meet the requirements of the largest companies
 - efficiently and personally handle the sensitive problems of the smaller companies
 - provide personal supervision to each assignment by a major officer of the firm
2. To maintain a permanent staff of experienced, well-trained, versatile men who are provided with the latest techniques and developments on their respective fields

Continued on Page 24

ABOUT ETHICS, AND ENGINEERS: *There are a good many competent and thoroughly professional firms in the management engineering and consulting field. The author of this article is the president of one. Because some of the professional problems in the management consulting field are comparable to those in the area of public relations, Mr. Biehl was asked to write briefly about two general ideas: the nature of the code observed by professionally-minded management engineers and, some aspects of how the principles of this code may be interpreted by an individual firm. Since public relations men talk increasingly about ethics, standards and concepts of professionalism, the JOURNAL this year hopes to publish several articles which are germane to the discussion.*



The most *direct* approach to the job of moving freight is to ship by truck.

Why? Because truck transport is the *only* transportation system that provides dock-to-door service. In addition to being fast, flexible, and versatile in their application, trucks allow freight to travel undisturbed from origin to destination, escaping the hazards and delays of frequent handling.

Isn't it plain to see why trucks are preferred . . . to the extent of handling more than three times the tonnage moved by all the other forms of transportation combined?



AMERICAN TRUCKING INDUSTRY

American Trucking Associations, Inc., Washington 6, D. C.

If You've Got It . . . A Truck Brought It!

6 Ideas for Public Relations Research

by ELMO C. WILSON

Let's face it: I am a research man. It is impossible for me to talk about opinion research, or any other form of social research, without giving my techniques a plain pat on the back. I am aware that skeptics exist, but I am not one of them. I wish that I might talk about research with complete objectivity; alas, I cannot. So I am afraid that the reader may have to put up with a certain amount of built-in bias. But let me get on.

To the imaginative public relations counselor, it seems to me, opinion research in its varying dimensions should be as much a tool of his trade as the press conference, the executive speech, or the institutional advertisement. Indeed, research should be regarded by the practitioner of public relations as the indispensable tool, since it can contribute measurably to the design and execution of his program.

There are at least six major ways in which research assists the counselor or management practitioner. And, while omitting from this discussion detailed descriptions of research techniques, let us assume at the outset that the best of modern research design, the most advanced of probability sampling techniques, the most revealing of psychological probing devices, and the most refined analytical procedures may be employed. For without such concentration on the "technically best," the resultant findings may at best be useless, and at worst dangerously misleading.

1. The public relations man needs first of all an initial exploration of the climate of opinion relating to the "client industry," product or service. This should involve depth interviews with sectors of the client's significant publics. It will

reveal the attitudinal pluses and minuses for the client in the minds of his publics. It will establish certain broad gauges of the client's reputation, and thus give guidance to a program at the beginning. It should also help to identify and characterize certain specific needs for *differing* approaches; the attitudinal position of union labor vs. that of business executives or college professors, for example.



Mr. Wilson

2. The practitioner, faced always with the problem of communicating, needs research also to ascertain the best ways of *reaching* his various significant publics once they have been isolated. Research can reveal the role not only of the mass media in formulating opinion among these publics, but also the importance of voluntary associations, direct mail information, etc., as potential transmitters of the message. This phase of the public relations man's research program can tell him how best to channel his client's message to the groups he's trying to reach and impress.

3. Once having determined his overall climate of opinion and the channels of influence, the management counselor will inevitably be faced with determining

the *extent* and *depth* of certain hypothesized attitudes toward the client. For this, he will require opinion surveys permitting quantitative analysis. An example: research for the tobacco industry to determine how widespread is the public belief that a relationship exists between cigarette smoking and cancer.

4. Not only the extent and depth, but also the reasoning or "motivation" behind critical or unfavorable attitudes will be high on the requirement list of the public relations man faced with devising a sound program. In this phase of research, not only depth interviews but also such psychological probing techniques as thematic apperception tests may be employed.

5. Having designed a program and a series of steps designed to implement this program, the counselor will require research into the penetration and effectiveness of his campaign and the specific parts thereof. "Before-and-after" studies using panels or matched groups will enable him to determine the extent to which he is increasing his audience, and the impact of his message in terms of attitudinal shift.

6. And finally, if he is serving his client well, the counselor will not stop with intermittent research, he will also plan on continuing studies at periodical intervals to provide barometer-type readings of the client's standing with its several audiences. Some of the largest U. S. corporations participate in such barometer opinion studies on a "shared cost" basis. Such continuing or "trend" studies provide a measure of change or stability of attitude in the light of established benchmarks.

I have been around in this business for a good many years, and I have learned that research is by no means the answer to every problem. Once the research find-

Continued on Page 20

Note: Mr. Wilson is president of International Research Associates, Inc. and is widely known in the research field.

com·mu'ni·ca'tive* is



NEWSWEEK... *the Significant* Ma

is the word for the Newsweek reader...

**com·mu'ni-ca'tive*, *adj.* Inclined to impart or communicate information, ideas, etc.

WHO ARE THE PEOPLE you yourself listen to, whose opinion you value? In your company, in your neighborhood, over lunch and in the locker room?

Probably they differ in many ways. But there's one particular trait they share.

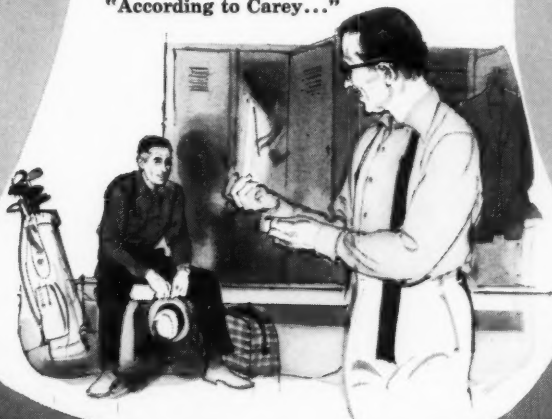
They are *communicative* people, the ones whose soundness of opinion and grasp of world affairs command respect. People who inspire agreement — and action — in others.

Among the million and more families who now read Newsweek, you will find exceptional concentration of communicative people, and for an excellent reason.

Newsweek itself is an exceptionally communicative magazine. Its top objective is to interpret, with utmost clarity and accuracy, the significance of all news of general importance and interest.

America's most communicative community, the advertising field, has recognized all this in many significant ways. For three years straight since 1953, Newsweek moved up among all magazines from ninth to eighth to seventh place in advertising revenue. And for the last six months of 1956, Newsweek topped the other newsweeklies in total advertising pages.

"According to Carey..."



"Mr. Carey's view is..."



at Magazine for America's Communicative People

The PRSA Information Center: What It Is And What It Does

The collection and organization of data for efficient retrieval — sometimes said to be the core of librarianship—is now receiving increased attention from scientists, engineers, businessmen, and scholars alike. The extension of the frontiers of knowledge, the mounting avalanche of information, and the tremendous need for information per se on the part of business, technology, and other fields are contributing factors to this stepped-up interest.

Recently developed electronic equipment, no larger than an average household deep-freeze, is reported to be able to "memorize" twenty million characters. (Information stored in this machine can be recalled in a fraction of the time it would take to thaw an inch-thick steak.) The accelerating interest and investment that is being put into such automating devices, along with minicards, microcards, microfilm, rapid selectors, and a host of other developments are witness to what great amounts of potentially available information are now in existence and to the importance that is being attached to this information and its control.

That these facts apply with force to the field of public relations was for some time recognized by members of the Public Relations Society of America who worked for the establishment of its In-

formation Center. They held that, certainly, with public relations, as with other decision-making areas of management, good judgment and the execution of programs depend upon good lines of information. At the conclusion of one-year's working experience with the Information Center, ample corroboration is found that there is a rapidly growing body of knowledge pertaining to public relations and that people connected with this field are evincing a real hunger for this knowledge.

Working with studies, reports, brochures, reprints, tearsheets, speeches, periodicals, books and other forms of material, the Information Center, supervised by a trained librarian, during its first twelve months of operation, has handled 875 inquiries by phone, 855 by correspondence, and 212 by personal consultation. Its files have grown from 12 to 24 cabinet drawers, and its book collection now numbers more than 300 volumes.

Service demands (these have developed with little fanfare about the Information Center among the Society membership) are now such that they interfere with time that could be well devoted to building up the library collection. Nevertheless, materials are being added daily, and means are being sought whereby massive, rather than piecemeal acquisitions can be made through the cooperation of interested groups and institutions.

Present resources are by no means limited to the collection itself. Located at national headquarters, the Information Center is in a metropolitan area where there are great reservoirs of information. The Center, itself, is one unit of a network of 663 "special" libraries in the greater New York area. It is within telephone reach of both the New York Public Library and such specialists as devote themselves to financial printing or the

relocation of industries. In addition to such specialists and large storehouses of information, there can be reckoned in a sizeable number of public relations practitioners, who, as members of the Society, have proven to be most cooperative in sharing much of their experience with others of the profession.

While the Information Center limits its scope to the field of public relations itself, and does not perform intensive search services for non-members, the questions that it receives are as diversified as is the field itself. Requests might pertain to the surveying of stockholders, locating a film to illustrate customer relations, providing information whereby the effectiveness of programs might be measured — even furnishing the names of rogues who have operated under the aegis of public relations!

The Information Center has answered questions relative to:

1. Orientation to the field
2. Public relations tools and techniques
3. Public relations programs: case studies, policy formulations
4. Procedures of professional practice
5. Statistical data regarding salaries, budgets, manpower
6. Application of public relations to specific industries
7. Public relations firms
8. Public relations as a career
9. Training for the profession

In addition to information about public relations, the Center is asked to provide samples, such as records of programs or specimens of certain types of publications. Most of the materials of the collection are available on a loan basis to members. Wherever possible, it is the policy to produce "on the platter." A brochure in the hand (via airmail), it is believed, is worth several references to materials buried in the stacks of the Chicago Public Library. The addition of photo-duplication equipment early this year will be a step to further implement this policy. During 1956, the Information Center loaned 411 pieces of printed matter to 86 members. (In response to requests by students and others, it has distributed hundreds of reading lists, reprints and other literature.)

PRSA's is the first national information center of public relations. This department finds itself in a challenging position for a variety of reasons. As Chester Lewis, Chief Librarian of the *New York Times*, has pointed out, information is a

Continued on Page 23

RICHARD J. SHEPHERD, PRSA's Information Center Director, is a native of Brookline, Mass. Before coming to the Society, Mr. Shepherd was an instructor in library science and reference librarianship at the University of Illinois, Chicago Undergraduate Division. He also served with the Reference Division of the New York Public Library and as a reporter for the "Cleveland Plain Dealer." Mr. Shepherd is a graduate of Harvard and the Columbia School of Library Service.

WHAT IS AN ANNUAL REPORT SUPPOSED TO DO?

by CHARLES E. NOYES

Annual reports today usually get the full public relations treatment — covers and illustrations in color, expensive paper, and texts which receive careful attention from top management as well as from public relations staff and legal counsel.

This is a comparatively recent development. Not too long ago, annual financial reports were the exception rather than the rule. When the New York Stock Exchange, in 1866, asked listed companies for copies of reports to stockholders, one corporation replied with simple dignity: "The railroad company make no reports and furnish no statements."

By 1900, the Stock Exchange was insisting that new applicants for listing should agree to issue periodic financial statements; but even as late as the 1920's, standards of disclosure were often far from satisfactory.

It was not until 1933, in fact, that the Exchange adopted a rule requiring financial statements to be accompanied by an auditor's "opinion" from an independent public accountant, although many companies had long followed that practice. Soon afterwards the Securities and Exchange Commission was established, and reporting requirements for companies listed on the major exchanges were given the force of law.

While the subsequent use of annual reports to improve communications with stockholders may have been making a virtue of necessity, the opportunity was quickly grasped. In his book on *Annual Reports to Stockholders* (Ronald Press, 1947, p. 33), Norman Loyall McLaren wrote:

In the late 1930's, many of our large corporations commenced to appreciate that public relations, like charity, begin at home, and that the stockholder was entitled not only to a complete accounting of the stewardship of management but also to an understandable accounting. Thereto-

fore, even the most progressive companies had failed to appreciate that a grasp of modern accounting cannot be imputed to the run-of-the-mill stockholder. Regrettably, too, the accounting profession had overlooked a golden opportunity to increase its usefulness through simplification of statement presentation. . . . Today, however, there is an unmistakable trend toward adoption of form and language which will be intelligible to the educated stockholder as well as the trained accountant and analyst.

Unfortunately, efforts to achieve simplification and understandability have sometimes had the effect of obscuring the essential facts. Stockholders have been led to rely on graphs and pie-charts, leaving detailed examination of the balance sheet and income statement to professional analysts. As one public relations man put it, in his shop the detailed figures "used to be considered a necessary

nuisance which loused up an attractive presentation."

This story from *The Wall Street Journal* of February 20, 1947, is germane:

"Annual reports of the big (XYZ) company will make easier reading from now on. A copy analysis expert engaged by the concern found that previous reports were as hard for stockholders to understand 'as a scientific paper.' So (XYZ) ordered its writers to put things simpler. Result: This year's report will be understandable to a person with the intelligence of a first-year high school student; that's the verdict of the expert who's just reviewed it."

Mr. McLaren, an eminent certified public accountant and past president of the American Institute of Accountants, comments: "Such palpable advertising propaganda is sheer nonsense. The fact of the matter is that any annual report of a major company which could be understood by such an age group would be so oversimplified as to be virtually worthless."

This gets to the heart of the problem. Is it satisfactory, in an annual report to stockholders, to present a virtually meaningless simplification, accompanied by several pages of figures that can be understood only by experts?

Presumably the stockholder is to be persuaded that all is well with the company—or that adverse results are beyond the control of management—and that, at any rate, he should hold on to his stock. He may surely be convinced that no change of management is in order. Yet, few public relations men would seriously argue that an attractive annual report can do very much to counteract the hard facts of unsatisfactory dividends and low market price for a stock; or, on the other hand, that much persuasion is needed when dividends are good and the market price is going up.

It may be worth while to ask just what is accomplished by spending money on

Continued on Page 22



CHARLES E. NOYES, editor of *THE JOURNAL OF ACCOUNTANCY*, joined the staff of the American Institute of Accountants as director of public relations in 1947. Before that he was editor of CONGRESSIONAL QUARTERLY, a Washington, D. C., news service, and had been associate director of the Information Division and director of the Civilian Surveys Division of the War Production Board. He is author of "Economic Freedom: A Democratic Program," published in 1943 by Harper & Brothers.

Closing Down the Plant: A Case History

Continued from Page 6

of plant supervisors and the plant union's executive committee.

To emphasize the top-level consideration that had been given to the matter by Socony's management, the announcement to the general meeting of employees was made by George S. Dunham, the company director in charge of manufacturing. After explaining the reasons for the company's decision to close the refinery, Mr. Dunham said: "You people have been loyal to Socony-Vacuum. Let me assure you that Socony-Vacuum will be loyal to you." Then he outlined the plan for dealing with employees.

When he finished speaking, there was a brief silence. Then the employees broke into applause. "What they were applauding," a story in *Reader's Digest* pointed out some months later, "was the generous plan the company had devised. The workers had sensed that a shutdown was coming. What surprised them was what the company was doing to cushion the blow."

While Mr. Dunham was speaking, other company people were taking steps to make the full story of the closing as widely available as possible. (The text of the Dunham talk, with a covering letter from the plant manager, had been mailed to the homes of all employees the previous evening, so that full details would be available to employees' families when the morning mail was delivered.) News releases were delivered to the local newspaper and radio station, to correspondents for out-of-town newspapers, and to weeklies. Mats of two advertisements, one addressed to the people of Olean, the other to crude oil producers, were also delivered to the local daily and weekly newspapers for immediate insertion. After the news had become known in Olean, it was released in New York City to the petroleum trade press and to general media. A bulletin-board announcement was teletyped to other company plants around the country.

During the course of the day the company director in charge of crude oil production, Fred W. Bartlett, met with crude oil producers in the Olean area to

assure them that their contracts with Socony would continue to be honored until the company could make other arrangements for disposal of the oil. Following the general refinery meeting, meanwhile, Mr. Dunham met with Olean's mayor and with officials of the Chamber of Commerce to inform them of the decision and to express the company's regrets.

The applause that followed Mr. Dunham's announcement to the refinery employees foretold the general reaction to the news of the shutdown. The following day the independent union at the refinery, far from contesting the decision, issued a statement supporting the company's position. "We think the company has been more than fair," the union said, "in its consideration for the welfare of its employees in connection with the shutdown." The *Olean Times-Herald* mirrored community sentiment in an editorial: "If it has to be—it has to be, and the company and those Olean employees who decide to go West with it will have the good wishes of our citizens, deep as their community regret will be." The company's conduct in connection with the shutdown also elicited favorable comment in the national press and in oil trade journals. Said the *Cleveland Plain Dealer*: "It would indeed appear that here is a corporation with a soul."

To help the Olean people make up their minds about transferring to the new Ferndale refinery, Mr. Dunham had announced at the general meeting that a committee elected by the employees, with their wives, would be flown to the West Coast at company expense to see what the area was like and to report their observations on their return. This proved to be an effective device for facilitating a large-scale transfer of employees. And the committee's activities, well-publicized in Olean, on the West Coast, and in several national magazines, further enhanced the company's reputation for fair-dealing.

The committee of four employees—a pipefitter, an accountant, a packaging clerk, and a machine operator—and their wives got a warm welcome in Ferndale

and nearby Bellingham, Washington. At Ferndale (pop. 1,086) most of the town turned out for a salmon barbecue given in the committee's honor. The mayor, the president of the Lions Club, and others made talks telling about the community.

The committee spent a week checking on prices, housing, climate, schools, taxes, churches, recreational facilities. They took pictures of houses that were for sale, noted the prices of haircuts, made a trip to Mt. Baker National Forest. When they got back to Olean they wrote a 3,000-word report about life in Ferndale that was distributed to everybody at the refinery. Then they held panel discussions at which people could ask questions.

In the end, of 172 people who were offered specific jobs at Ferndale, 130, including all four members of the committee, decided to go. All told, nearly 500 men, women, and children moved west, beginning in July and running through October.

"The history of our western movement," *Reader's Digest* later reported, "has rarely recorded a stranger migration."

"Some families made the 2700-mile trip by plane, some by train, and others, driving out in their cars, detoured hundreds of miles to see Yellowstone National Park, Great Salt Lake and other scenic regions. Everyone traveled first class, stopped at the best hotels and motels, and was reimbursed for all expenses. Each worker got his regular pay for the week en route, plus a month's extra pay for the trouble of moving. On reaching Puget Sound he and his family were provided with free hotel rooms, food and laundry for 30 days while they hunted for a home. . . ."

The refinery people got a warm welcome on the West Coast. Ferndale's citizens put on a "Welcome Newcomers Day" for them. Then after a parade down the main street there were speeches of welcome, entertainment, supper, and a dance in the evening.

Besides those moving to Ferndale, about 40 other Olean people elected to transfer to other company installations around the country. A few additional employees were given special disability pensions. The remainder chose to terminate their employment with the company.

In the autumn of 1954, after the refinery shutdown had been virtually completed, a committee of Olean civic leaders, headed by the city's mayor, asked for and was given an opportunity to meet

Continued on Page 24

How to shape the attitude of business owners toward your business

In the broad field of public-relations advertising, the choice of media is particularly important.

Whether your campaign is designed to interpret the spirit of your company . . . or point out the progress and potential of your industry as a whole . . . or air a viewpoint which you believe needs wide circulation among top businessmen . . . *it belongs in Nation's Business.*

Here is the business-magazine audience which, both in quality and quantity, is ideal for public-relations advertising.

Of the 776,000 Nation's Business subscribers, 580,000 are owners, partners, presidents, stockholding major executives—of manufacturing firms, banks, retail and wholesale establishments, every type and size of business nationwide. Since they are business owners, they are important in their communities. They are civic planners. They spearhead much community activity. They know their congressmen, talk and correspond with them.

What's more, this is the one business magazine with the sheer circulation power to virtually blanket important business owners. The number of business owners *alone* in the Nation's Business audience exceeds the combined *total* circulation of the next two general business publications. And among the 100 largest manufacturers, 7310 high-ranking executives are Nation's Business subscribers—an average of more than 73 top men per company.

Many magazines reach management men—Nation's Business serves the business *owner*. That is why it can help you shape the attitudes of the people who count most in the business community.

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means ACTION IN BUSINESS

ADVERTISING HEADQUARTERS: 711 Third Avenue, New York 17, N.Y.
Washington • Chicago • Philadelphia • Detroit • Cleveland
Los Angeles • San Francisco

776,287 total paid A.B.C. circulation. Read by 74,716 executives of business firms which are members of the National Chamber of Commerce and by 701,571 other businessmen who have personal subscriptions.

Can We See Publicity Effects? Yes!

Continued from Page 5

holding twenty more sacks of mail until we get space for them."

Bill Levitt, of Levittown fame, a few years ago accomplished the incredible feat of selling 3,000 houses in Bucks County, Pennsylvania, in the depth of winter. Mr. Levitt attributes this achievement largely to a *Time* cover story about him and his mass-produced communities.

Some years ago *Life* previewed a cattle auction that a rancher by the name of Dan Thornton, later governor of Colorado, was about to hold in the lobby of a Denver hotel. As a result of this publicity Thornton sold more than one million dollars worth of cattle.

Just sixty-eight words buried in the middle of a 1700-word article in the *Country Gentleman* (since combined with the *Farm Journal*) about dogwood

trees offered free seeds to those requesting them. Less than two weeks after the magazine's publication, 15,000 readers had written to the editor for the seeds.

Back in the 1940's, the *Saturday Evening Post* published a series of articles by Alvin Harlow, under the title, "Schoolhouse in the Foothills." The series told the struggles of a young school teacher in the Tennessee mountains. Although no solicitation was made, gifts of money, clothing, books, and other equipment poured into the *Post* from all parts of the country for transmission to the school. The volume of correspondence resulting from these articles was so enormous that the magazine found it necessary to employ an assistant for the writer and a secretary for the school teacher herself.

The implied endorsement of a product, a service, or a movement resulting from an article about it in one of the more influential consumer magazines can greatly increase the effectiveness of all other promotional efforts on its behalf. For example, when *Life* published a picture story about the work of The Cerebral Palsy Foundation, the Foundation discovered that returns from its direct-mail appeals for funds in Philadelphia more than doubled.

The Reader's Digest perhaps can claim the largest number of authenticated success stories resulting from articles it has published. For example:

In 1939 *The Reader's Digest* ran a story by Jack Ratcliff about a certain Mrs. Rudkin, who was baking real, old-fashioned bread in her barn at Norwalk, Connecticut, and peddling it to her neighbors at twice the price of baker's bread. The article went on to say that thrifty New England housewives gladly paid the extra premium, because they liked the real old-fashioned flavor of Mrs. Rudkin's bread.

No sooner had that issue of the *Digest* appeared than Mrs. Rudkin's mail was crammed with letters containing one-dollar and five-dollar bills, all pleading, "please send us some of your bread!" From this modest start, Pepperidge Farm Bread has grown to be a very large business.

In November, 1954 *The Reader's Digest* published an article about the Tracer Company of America, an organization whose business is that of locating unclaimed windfalls—forgotten bank accounts, unclaimed legacies, stocks, bonds, etc. The following spring the Company's president, Dan Eisenberg, wrote to DeWitt Wallace, editor of *The Digest*, as follows: "Reading and counting, reading and counting—this has gone on for months. We're tired, but we're happy. I sometimes refuse to believe it, but as of May 1, the tally from your article was 438,000 pieces of mail!"

Some day some genius may come up with a scientific formula for measuring publicity as a sales force. Until then, however, case histories like the foregoing may provide a partial answer. Publicity does work.

The Mysterious East and Public Relations

—Reprinted from "Plastics News," published in Tokyo, Japan

"Mr. J. R. Turnbull of Monsanto-Kasei, after having a very busy time in his lecture tour in connection with the opening of polystyrene production by the company, allowed the writer to make an interview and disclosed his view on the plastic business.

"The writer was deeply impressed by his kind and thoughtful manner in giving explanations. During his talk, he often used a blackboard for better understanding. His talks were just like to dictate the writer for an article of the paper.

"The writer visited him again on the following day trying to hear him tell the story left unfinished. He gave the writer a sheet of paper full of writings of his own hand. The content of this note was just what the writer wanted.

"Among the Japanese top class businessmen, there would be few such kind gentlemen as Mr. Turnbull towards the press people. 'Comprehensive talks and good listening.' This should be the motto to deeper mutual understandings. But among the Japanese there are often found those who would refuse to talk to, to listen to and even to make an interview with newspapermen who would make complaints to the incorrectness of articles appeared on the paper. Isn't it a spirit of democracy to serve each other?"

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NEW for 1957
6 1/2" x 9 1/2" size
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OVER 2000 LISTING CHANGES

Bacon's NEW 1957 Checker! Most complete listings available for releasing publicity. 3356 business, farm and consumer magazines listed in 99 market groups. *Over 2000 listings have been changed for 1957.*

Bacon's editor-coded system shows exactly what material each publication uses. Pin-points publicity—saves on preparation, photos and mailing. Sturdy fabricoid, spiral bound book. 6 1/2" x 9 1/2" size, 272 pages. **Write for your copy today.**

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Annual Report of Committee on Standards of Professional Practice

(Given in Milwaukee)

Following the interim report to the Directors at Key Biscayne in April, this Committee was authorized by the Board to inquire into some fundamental questions concerning public relations as a profession and PRSA as a professional society. The report suggested that some way be found to equate PRSA with other comparable but older organizations as one means of shaping the Society's development.

Standards of admission have already been erected; a code of conduct adopted; and machinery, imperfect as it may be, for administering group reproof of "malpractice" has been created.

Replies to a questionnaire which has recently been circulated among the members of the Standards Committee gave the Committee ground for certain conclusions on which to recommend a purposeful course of further inquiry.

The outcome of the questionnaire:

1. There is virtually no sentiment for revision of the Code at this time.
2. The professionals most closely akin to public relations men (in the view of the Committee) are:
Journalists, Educators, Lawyers, Economists.
3. Further exploration of the question of professional definitions and nomenclature by a special committee of academicians was recommended—not unanimously—by the Committee.
4. The idea of acting now to have public relations men licensed by the various states was, and is, vigorously opposed.
5. A majority of the Committee feel that the present eligibility requirements of PRSA are "about right."
6. With one exception, the Committee-men found themselves unable to define "malpractice," much less cite specific examples of it.
7. A considerable majority believed the Committee should undertake to formulate and codify "malpractice" in definite terms.
8. There was practically no objection to the use by public relations firms of paid space to advertise their services, though some would limit such advertising to professional publications.
9. There was some concern over recent Congressional inquiries into the use of advertising and public relations in efforts to influence legislation.
10. The Standards Committee decided that it has a real obligation to define and set standards of professional practice (quite apart from any of the issues mentioned heretofore).



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London Notes

Continued from Page 8

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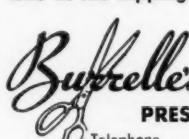


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of thing." As a result of this, much of their activity is rescue work.

Some of the more important big jobs being done are due to actual threats to a company's market or visible trends in that direction. A case in point is the lung-cancer scare which confronts the big cigarette manufacturers. The British companies are now following the example of their American counterparts in their effort, by research, to get to the bottom of this matter.

Doubtless one of the strongest influences holding back a more rapid acceptance of PR is Tradition—the capital "T" is used deliberately. Another is the hesitation of top management in many of the big companies to accept the counsel of outsiders—nothing new to consultants in any field except that of law and medicine.

An example of one institution which was willing, and one which holds out, concerns the Stock Exchange and Lloyds. A firm which handles the Stock Exchange some years ago persuaded the Council to build in the Exchange a "visitors' gallery." The value of this is apparent. But Lloyds, whose relations with the public are vast, valuable and intimate, see no reason for removing the bushel from their light.

But it would be a mistake to conclude that public relations in England is exclusively concerned with pulling chestnuts out of the fire. Quite a number of big companies are doing a fine job at the highest level and with a keen sense of their obligations to society. One of these is Imperial Chemical Industries, another is Shell Petroleum, and Standard Oil, a past master in the application of public relations in the States, is showing similar skill in this country.

Alan Campbell-Johnson, President of the Institute, told me that he considered the Shell insect film, "The Rival World," as one of the best jobs done here for a long time.

I took advantage of the occasion to ask Mr. Campbell-Johnson if he didn't agree that the majority of the members of the Institute were not very far along the road to real public relations. He countered by saying that the Institute was young (founded in 1948) and that they had had to start with something. He

said the requirements for membership were now much stiffer and he thought the average standard would show a constantly rising curve. The Institute was doing something about it.

An elementary course of studies is being conducted this winter by the Department of Management Studies at the Polytechnic, an old established school devoted to a wide range of study courses which are pursued chiefly in adult evening classes. The course has been designed to prepare students for the intermediate examination to be held by the Institute. A final examination will be held later on and will be open to those who have passed the intermediate and who have spent at least three years in public relations practice.

From this cursory investigation I would conclude that public relations is on the right track in Great Britain and perhaps it would be a good idea, if the examinations planned by the Institute succeed in limiting further membership to those who are at least engaged in the work, it might not be a bad thing to require the entire membership to requalify by taking the final examination. Surely there can't be much virtue in mere numbers if a majority are really not working in public relations at all.

Research—Continued

ings are in, and analyzed, and made clear, then it is up to management to make policy decisions. These are management decisions, not research decisions. The research man who goes beyond his field of competence and begins to tell management how to behave—this man is in dangerous waters.

At the same time, I believe that the public relations man who would rather guess than know is also in dangerous waters.

It is, however, a sign of good fortune that things are moving in the right direction. Public relations people are looking on research techniques with increasing confidence, and research people, on their part, know more about and have more confidence in public relations. It is my hope and belief that the practitioners in both fields will learn to work together with increasing efficiency.

PRSA's New Members

EDITOR'S NOTE: Starting with this issue of the JOURNAL, the names of the new active and associate members will be reprinted each month.

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Continued on Page 22

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What Is the Annual Report Supposed to Do?

Continued from Page 15

a lavish report. Stockholders sometimes ask why the money was not used, instead, to raise their dividends. And that question cannot be fully answered either by pointing out that half the cost is paid by the government because it is a deduction from income before taxes, or even that the cost per stockholder is "only a few cents."

Nevertheless, annual reports do serve legitimate, useful purposes, and it is worth while to make them readable—if they are really something more than an effort to sell the stockholders a bill of goods.

While most stockholders are probably unfamiliar with the conventions which determine where specific items appear in the financial statements, few of them are as naive as the sweet old lady who was convinced that she was getting phony reports because the assets and liabilities were always exactly in balance. They expect and should receive an adequate explanation of the basic figures.

An increasing number of stockholders are also learning to recognize the significance of an "unqualified" opinion from the auditors. Only a few years ago, some company managements felt that the requirements of an independent audit might be regarded as a reflection on their own integrity, but now most of them are glad to feature the auditor's opinion as confirmation of their judgment in the presentation of financial results of company operations.

Many of the better reports supplement the former financial statements with tables and charts which show "where the money came from" and "what it was used for." These are all to the good. But they may result in more confusion than clarification unless the stockholders with only a moderate amount of financial sophistication can see that the illustrations are clearly consistent with the figures presented in conventional form. Oversimplification is misleading; and, it may arouse suspicion.

In addition to their basic function as accounts of stewardship by the managements of particular corporations, annual reports provide a unique opportunity to make millions of individual stockholders—more than eight million, at latest report—feel that they have a personal stake in the corporate system of doing business. This cannot be accomplished merely by telling them so, nor can it be taken for granted that they will all believe it automatically just because they own stock.

In the best reports, the relationships of invested capital, production, and national prosperity are spelled out in ways to show the stockholder that his investment is important to the economy as well as to himself. This is not "propaganda"; it should be taken as a matter of course that every stockholder has a right to know how his money is being used, not only for the immediate production of profit, but for the conservation and development of productive resources.

The annual report should therefore be considered as both an opportunity and an obligation to increase stockholders' understanding of the financial structure of modern business. Comparatively few

investors will ever be able to look at financial statements with the eyes of a CPA or a professional analyst, but they do not need to be treated like fourteen-year-olds.

A few years ago, the Standard Oil Company (New Jersey) published in its stockholder magazine an article by Stuart Chase on "How to Read an Annual Report." He listed ten questions the average small stockholder "ought" to ask:

1. What did the company earn?
2. What dividends did the company pay?
3. What does the company own, and what does it owe?
4. How big is the company?
5. How many people work for the company?
6. What are the total sales or revenues?
7. What service to the community does the company render?
8. Where are the company plants?
9. Where do the company's raw materials come from?
10. Who audited the figures?

After discussing each of the questions, Mr. Chase said:

"We have tried to keep things clear and simple, but we have *not* taken any liberties with the fundamental principles of double-entry bookkeeping. If these principles are not scrupulously to be maintained in the annual report, it would be better to skip the whole thing, and get a good singing commercial to 'love that corporation' on the radio."

This is sound public relations advice for everyone who is concerned with the preparation of corporation annual reports. The purpose of an annual report is to inform, not to entertain, and a good test is how clearly it answers Mr. Chase's ten questions.

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Information—Continued

product. In furnishing this type of product, it is felt that the Information Center is making an important tangible contribution to the Society's overall program of service to members. Also, through organization of the accumulated experience of the profession, it is adding to the prestige and stature of the field.

At the same time, since the field is a relatively youthful one, despite data already recorded, the search for information frequently turns into an exploration of material as yet unpublished and unrecorded. An example of the documentation activity that this can lead to is exemplified by the "Manpower and Functions Survey," prepared by the Information Center Committee last spring.

At national headquarters the Information Center finds itself in an advantageous position to benefit from and to assist national and chapter committees concerned with research and development. "Broadcasting" public relations information to members, statistical reporting programs, and foundation-sponsored research projects are perhaps just around the corner. The implications of such programs to the Information Center as well as to PRSA as a whole are obvious.

Public relations we believe is on the march. If this be so, its information resources, organized through the Society's Information Center, will grow apace.



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Closing Down the Plant

Continued from Page 16

with Socony's board of directors in New York City. They presented a testimonial of appreciation addressed to the officers, stockholders, and employees of the company and signed by 1427 Olean citizens. In presenting the testimonial, the spokesman for the group said: "Socony-Vacuum is a proud name in the city of Olean, and it always will be."

In dealing with the potentially explosive situation created by the decision to close the Olean refinery Socony's management translated into concrete action a corporate philosophy which had been voiced only a few weeks earlier by George V. Holton, then chairman of the board, in addressing the company's 1954 annual meeting.

"What people think of a corporation," Mr. Holton said, "has a lot to do with its success or failure in making money. The day has long since passed when a corporation of any size could duck the responsibilities of citizenship on the ground that it was organized solely to make and sell goods."

One of the most interesting aspects of this story is the way it illustrates the extent to which good public relations practices are "indivisible" from management practices in general. In a good many comparable cases, management sometimes decides to do what seems "economically sound," concluding that "business is business" and that the public relations department can be utilized to "explain" away the facts or at least make them seem palatable. This is almost always a mistake, for facts cannot be explained away.

In the Socony case, public relations thinking and planning was applied all along the line and was a principal influence in the decisions of management departments as widely scattered as accounting and transportation. When the plant closing was completed, it was clear that the company's public relations skills had not been used as mere means of communication or persuasion but rather as an integral tool of management in the conduct of its business.

Management Consultants

Continued from Page 9

that research and experience can produce. We aim for our staff to be "career" men in our field—not men simply looking for experience.

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The responsibilities of the Management Consulting Profession are many and are important. However, it must be recognized that, compatible with the intent of the code of ethics described in this brief presentation, the client has the responsibility for making the final decisions regarding the recommendations of the consultant.



Mr. Biehl

WILLIAM J. BIEHL, who is president of *George Fry & Associates, Management Consultants*, has a broad background and diversified experience in the field of management consulting and industrial engineering. In 1943, he initiated his firm's industrial engineering services and developed a series of annual management-clinics for top executives. He is a graduate of Indiana University.

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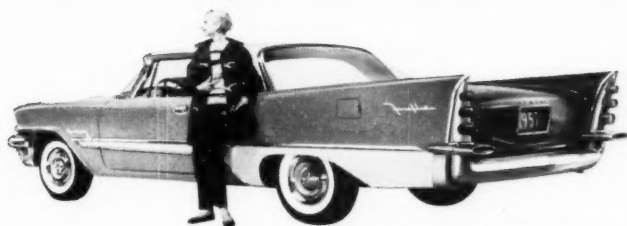


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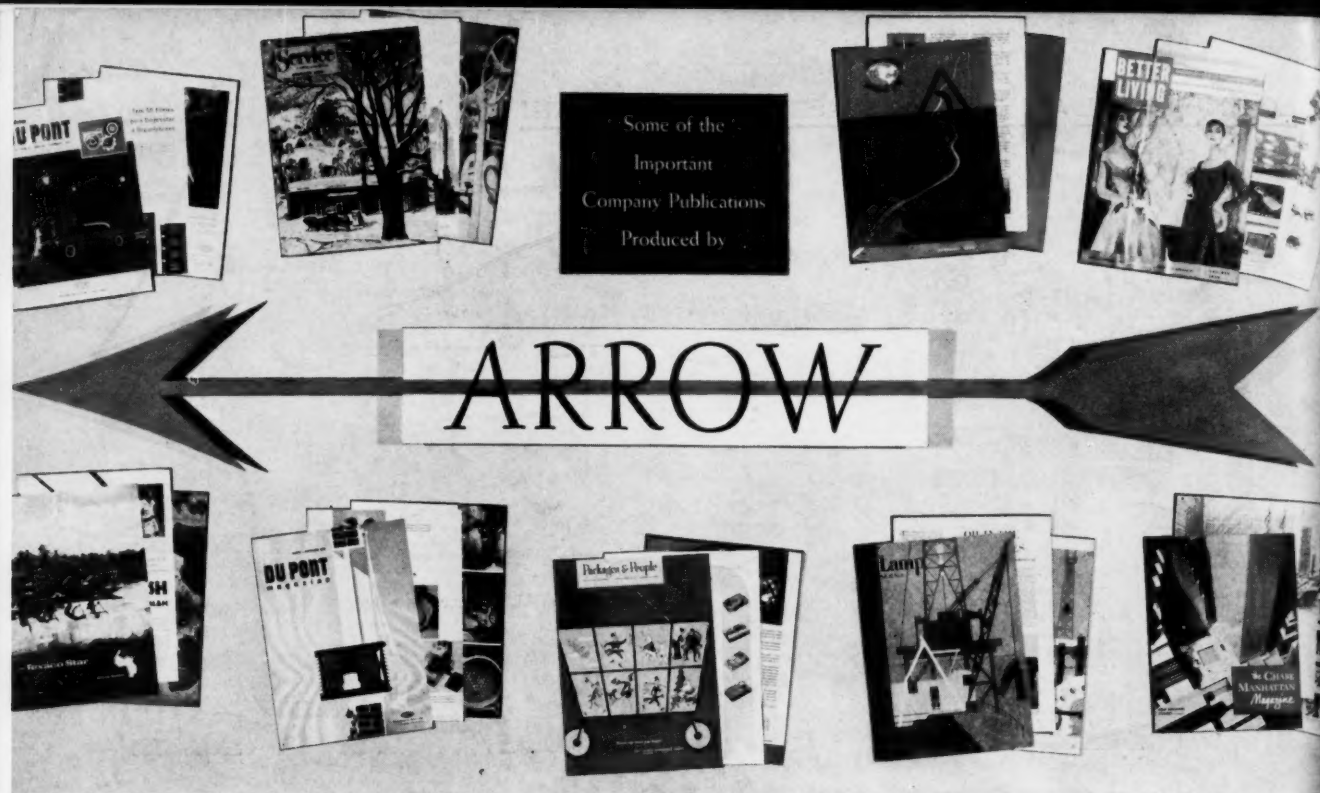
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